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ABSTRACT

This book provides the clarifying principles and practices for societal leaders who need to know there is a process, the Theory E project, that sheds light on the ethical leadership difference for the concrete dilemmas facing all key leaders. The book discusses ethical leadership communication in terms of the ethical leader's upper, downward, and horizontal communication responsibilities. Chapter 1 and 2 clarify the general criteria of the Theory E process, highlighting the similarities and differences between Theory E and Theory Y and Z styles of managing. Chapter 3 provides a rationale for teaching ethics and values in a communication course. Chapter 4 focuses on the development of ethical leaders through the small group process, while chapter 5 emphasizes empathic or ethical listening as a prerequisite step in the Theory E process, setting the ethical tone for the subsequent leadership development chapters. Chapter 6 examines the various leadership styles that will prepare a leader for employment, advancement, or even retention of a position, and also focuses on the ethical interview process developed by the Theory E director. Chapter 7 draws together the various ethical leadership concepts and value system precepts. The final chapter provides some role model examples from the variety of significant persons interviewed by the Project Director. The appendixes synthesize the contribution of many top leaders, cite excerpts from various Theory E speeches, and provide operational clarification and materials for use in conferences, seminars, and retreats. (KEH)

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